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MEMORANDUM FOR: Deputy for Recruitment and Placement
Office of Personnel

FROM: [REDACTED]
Commander, Joint Military Reserve Training Command

SUBJECT: Contribution to ExCom Review of Agency Reserve Program

1. Attached is a paper concerning the Agency Reserve Program the JMRTC Staff has prepared for your consideration.

2. We have attempted to tell our story briefly and in a balanced presentation with options for ExCom to consider. In this connection, I should note that we have provided on 20 January the draft of a larger more detailed paper with supporting documentation to Staff Personnel and Military Branch. We will furnish you a final version of this paper later this week. Also you should note that the data on Agency employees in reserve units other than the Agency unit was provided by [REDACTED] and may need to be updated.

3. We intend to continue to work closely with you on development of the study for ExCom; and, if there is any additional information or clarification you desire, please let me know. As we discussed at our 20 January meeting, we expect to review with you the paper you plan to submit to ExCom. Please call me after you have produced the proposed submission so we can arrange a meeting to discuss it.

Attachment:
As Stated

[REDACTED] /Chief of Staff

→ cc: Director of Personnel
Chief, Central Cover Staff

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CIA and the US Military Reserves

1. Is there a requirement for an Agency-sponsored military reserve program, and if so, does the present program have the appropriate organization, mission and schedule of activities to meet the needs of both the Agency and the military services? This is the double-barreled question that the Executive Committee has been asked to answer. A separate but related issue concerns the status of those Agency employees who belong to outside reserve units and whose services might be lost to the Agency in the event of mobilization.

2. The staff of the Agency's reserve unit, the Joint Military Reserve Training Command (JMRTC), considers the following material germane to consideration of this issue. Further information can be furnished as required.

Background

3. The Office of Personnel, which administers the Agency reserve program, proposed to the Executive Director in mid 1982 that the ExCom review the justification for a separate Agency unit. It noted that the size of the unit had been steadily declining and that the rationale developed in the 1950s for the maintenance of a CIA military reserve force to generate OSS-like unconventional units overseas was less than persuasive. In addition, the

4. A new concept for the wartime use of Agency reservists was coordinated through Interdirectorate Planning Group channels last fall. This concept proposed the establishment of some 10 CIA liaison elements (called Regional Coordination Groups) that would be used to improve coordination

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between the Agency and each Unified Command and Joint Task Force.

5. The Executive Director asked the Office of Personnel to prepare a study for ExCom discussion that would:

- Review the current status of the Agency military reserve unit, assess its costs and value to the Agency, and estimate the effect on the Agency of the mobilization of the unit;
- Provide a summary of Agency personnel who are active reservists in units other than the Agency unit and estimate the effect on the Agency of their mobilization; and
- Develop a plan for implementing the Regional Coordination Group concept for the wartime use of Agency military reservists.

The Agency Reserve Program

6. The Agency established its first military reserve unit in 1949 and over the next four years set up programs for reservists of all military services. The current Joint Military Reserve Training Command (JMRTC) was established in 1955 as an administrative training device (rather than a TO&E unit) largely as a result of the DCI's request to the Secretary of Defense to establish an overall Agency program to administer the training of individual reservists. The program is intended to enable each CIA military reservist to retain his military proficiency and to earn retirement points while remaining under the control of the DCI. The joint program is administered by the Office of Personnel. Each year, an inactive duty training program is developed and conducted by a staff of JMRTC members. The program was also designed to fulfill a portion of the Agency's military augmentation requirement levied on the JCS. The rest of the force is to come from active duty military personnel.

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25X1 7. At its peak in the late 1960s, the JMRTC consisted of approximately reserve officers from the Army, Air Force, Marine Corps, and Navy*. The number of participants, most of whom perform their inactive duty for retirement points only and are not paid for each drill they attend, has since declined to the current level The drop is attributable to the retirement of many older members, a reduction in the number of employees entering the Agency with military experience, and the desire of many employees to participate in outside units with paid drills. The number of employees participating in outside units today is approximately The table below 25X1 shows a distribution of Agency employees participating in reserve units:

8. The training program consists of five major elements:

- Auditorium assemblies involving presentations by knowledgeable speakers from inside and outside the Agency on military and political issues and world situations that bear on national security.
- Two week active duty tours, normally one per year, to enable reservists to maintain their military proficiency, to participate in military exercises, or to provide direct support to a military unit.

* Members of the Navy reserve unit are included in these figures because even though they are not officially part of the JMRTC they would revert to Agency control in wartime.

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- Special projects done on a voluntary basis without pay, that provides direct assistance to the Army Assistant Chief of Staff for Intelligence and the Defense Intelligence Agency.
- Military training courses (e.g., the Command and General Staff College course for field grade Army officers) that are education requirements for promotion in each service.
- Two week training courses that provide more specialized training in activities that could involve the participant both as a reservist and Agency employee.
- Military skills training consisting of weapons firings and visits to military facilities.

9. Some Air Force members of the JMRTC receive their inactive duty training as part of a special unit, designated Air Force Intelligence Service

25X1 This unit provides direct intelligence support to specific Air Force intelligence organizations, DIA and others.

25X1 This element of the JMRTC is the only one which receives pay for inactive duty training. members would remain under the control of the DCI in time of war.

Cost of the Program

10. The cost to the Agency of administering a reserve program is small. All financial costs are borne by the services including the money paid to reservists for two week active duty tours and for retirement benefits after more than 20 years of service. The only direct cost to the Agency is the salary of one GS-8 careerist from the Office of Personnel, who assists the reservists in arranging active duty tours, handles correspondence, and provides administrative support. Her branch chief and a part-time secretary spend less than one work-year in total on JMRTC support.

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11. There is an additional impact on the Agency when JMRTC members take their annual two-week active duty. In accordance with Federal law, the Agency continues to pay the individual his or her regular salary during this period even though it loses the services of these individuals during this period.

25X1 The cost of these tours ☐ between January and November 1982) are borne for reservists whether or not they are in a mobilization assignment to the Agency.

Value of the Agency Military Reserve Program

12. The JMRTC benefits the Agency as well as the military services and the individual reservists.

13. The Agency:

- Benefits from the career broadening experiences gained by JMRTC members whose military assignments frequently complement the reservist's Agency responsibilities.
- Retains a pool of employees with current military skills and information which will be under DCI control in the event of mobilization.
- Maintains an additional special relationship with the military, thus demonstrating the Agency's commitment to provide its unique intelligence support to the Services.
- Obtains unique access to US military forces through the annual active duty tours.

14. The military:

- Receives the services of the Agency reservists who apply their special intelligence skills to military assignments during their annual active duty tours.

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- Obtains the product of a number of special classified projects conducted throughout the year for which the services furnish the terms of reference.
 - Maintains an additional formal relationship with a segment of the Agency population to convey their planning, requirements, and point of view on a variety of defense topics.
15. The individual reservist:
- Maintains a reserve status (in some cases fulfilling a reserve obligation) through the application of intelligence skills and experience.
 - Achieves access to military organizations and training, which in many instances, is enhancing to Agency career goals and helpful in ongoing Agency projects.
 - Earns retirement benefits after an appropriate period of service.

Implications of Eliminating the JMRTC

16. If the Agency decided not to sponsor a reserve unit, the members of the JMRTC would be required to join other units if they wished to remain active in a reserve program. At the time of mobilization, the Agency members would be called to serve in their assigned units and would be removed from the direct control of the DCI. If the DCI wanted to retain all Agency employees during periods of mobilization, he could either prohibit them from belonging to the active reserves or seek a waiver from the services that would allow them to revert to his control or have them reassigned to a DCI-controlled mobilization status. Either course would be disadvantageous to the military. It is unlikely that another reserve unit would accept and train a reservist, whose specialized skills would not be made available when they were

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most needed, that is after mobilization.

17. On the other hand, if the DCI agreed to the mobilization of all Agency reservists, the Agency would lose the skills of many more employees at a critical time. The loss conceivably could affect substantially the Agency's ability to perform its mission.

18. Besides losing the present benefits they receive from the special projects programs and the active duty tours, the services would be deprived of any opportunity to participate in the development of a wartime mission--such as the Regional Coordination Groups proposed below--for Agency reservists. The services view the present reserve program as an expression of Agency commitment to enhance where possible its unique type of support, i.e., strategic intelligence on an all-source basis, in both peace and war. The Agency's role in wartime military operations is expanding as a structure for intelligence continuity in wartime is developed, preparations for staybehind operations are intensified, and other contingency planning is undertaken.

✓ Proposed Restructuring of JMRTC

19. A new mission and organizational concept for the JMRTC have been developed by the Agency's Interdirectorate Planning Group.

20. The new concept and structure also are consistent with the DCI's expressed goal of enhancing both peacetime and wartime intelligence support to the services and overseas commands. The new structure is based on the assumption that CIA's requirement to provide intelligence and operational support to military commands would increase substantially in wartime. If this revised concept were adopted, the Agency might well want to review the status of all Agency reservists and require those belonging to outside units to join the Agency program. The Agency reserve program would then provide the DCI with the manpower trained in both military and Agency skills to meet this

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requirement.

21. To prepare for this role, the Agency program could be organized into liaison elements, called Regional Coordination Groups, that would be attached to military commands in wartime. Each group, composed of some ☐ reservists, would have four operational components: a plans division concerned with covert action; a collection division responsible for information exchanges and the dealing with HUMINT tasking; an intelligence division to provide analytical support; and a support division for housekeeping and logistics support.

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22. These groups would be organized for deployment with each of the five existing unified commands (PACOM, EUCOM, REDCOM, MIDEASTCOM and SOUTHCOM) and for deployment with joint task forces or other commands that DoD might establish during a general war. The composition of the Regional Coordination Groups would be tailored to meet the needs of the particular command to which they would be attached. Their deployment would result from a decision by the DCI in response to a DoD request for augmentation. If any groups were not mobilized, the individual members would continue to function in their regular Agency assignment or could be used for other military related roles as the DCI deemed necessary.

23. Training of these groups would consist of elements similar to those used currently by the JMRTC, but the mix of training and its focus would be modified. Although there would still be auditorium meetings, the Regional Coordination Groups would meet periodically to develop and enhance their ability to perform their wartime mission. There would also be more work performed in direct support of the military aimed at fostering closer ties with the unified commands and major military intelligence organizations. Individual reservists would be required to develop area expertise related to

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the command to which they would be deployed, as well as to develop and acquire appropriate military specialities. Finally, active duty tours would be directed more toward support of military commands or assignments that would enhance the reservists' ability to perform their wartime duties.

24. As part of the restructuring of the Agency reserve unit, a separate training program might have to be established [REDACTED]

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Development and implementation of a separate program, however, may require additional time and resources and involve a duplication of effort.

25. The administration of the program would be similar to that currently provided by the Office of Personnel although it could be provided by some other component. The handling of the records and assignments of [REDACTED] employees can be modified to afford better protection [REDACTED]

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Procedures can be worked out by Central Cover Staff and the military services to ensure that Directorate of Operations personnel, whose skills are particularly valuable in many mobilization assignments, can be protected.

Options for Consideration

26. The Executive Committee has at least four options for dealing with the Agency reserve program.

I. Maintain the status quo.

Advantages

- No changes necessary.
- Choice available to Agency members as to which type of unit to join.
- Services continue to get full benefit from JMRTC special projects.
- Special relationship between services and Agency is retained.

Disadvantages

- [REDACTED]
- Substantial number of Agency employees have reserve obligations with outside units.
- Resource costs to Office Personnel continue.

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II. Eliminate JMRTC and encourage CIA reservists to participate in outside units.

- Present administrative burden to Office of Personnel is eliminated.
- [REDACTED]
- Services lose benefit of special projects.
- Special relationship between services and Agency is lost.
- Number of Agency employees having reserve obligations outside the Agency is increased.

-- [REDACTED]

III. Eliminate JMRTC and prohibit Agency employees from participating in the reserves.

- Present administrative burden to Office of Personnel is eliminated.
- [REDACTED]
- All Agency employees remain under DCI control in peace and in wartime.
- May be illegal.
- Services lose benefit of special projects.
- Special relationship between services and Agency is abolished.
- Agency reservists denied benefits of reserve status.
- Agency loses pool of military skills provided by Agency reservists.
- May hamper Agency recruitment.

IV. Restructure the JMRTC and require all Agency reservists to participate in the revised program.

- [REDACTED]
- Services continue to get full benefit from JMRTC special projects.
- Special relationship between services and Agency is retained.
- Reduce number of Agency reservists participating in outside units.
- Resource cost to Office of Personnel continues.
- Some decrease in special project work for services.

Recommendation

27. Adopt Option IV with the focus of reorganization being the Regional Coordination Group modified as necessary to meet the as yet unspecified requirements of the military services, Office of Personnel, [REDACTED]

[REDACTED] This action would--at little extra cost--provide substantial benefit to both the Agency and the military services by strengthening relations

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between them. Moreover, both in peace and war it would avail the Agency as well as the services of the military skills and experience of a substantial number of Agency employees. At the same time, benefits to individual reservists would be maintained.

28. All portions of this document are classified SECRET



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